

Community Stakeholder Engagement

Management Standard

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Introduction

Due to the rapid expansion of business at the regional level and the diversification of operations across various countries, Banpu Public Company Limited and its subsidiaries require a standardized working system for stakeholder engagement. This is essential for building long-term relationships with all community stakeholders, achieving business objectives efficiently and effectively, and ensuring adherence to best practices and principles of corporate good governance.

Objective

To provide standardized working guidelines for stakeholder engagement activities, resulting in close and smooth coordination between the Company and the community (including the Company, community, and other key stakeholders), as well as gaining support and establishing long-term relationships with local communities wherever we operate.

Scope

This standard practice manual governs all business units, persons and any units having roles and responsibilities related to Community Engagement under Banpu Public Company Limited and its subsidiaries.

Under this standard practice manual, the specific roles of each party are as follows:

CE Corporate	Establish a corporate standard that the country's community function/unit can adjust to suit their particular situation and context.
Country's community function/unit	Establish company policy, strategies, and standards as a basis for the community function/unit at operational sites, with adaptations to suit particular local situations and contexts.
Community function/unit at operational sites	Establish an implementation plan to ensure the achievement of the objectives as set in the company's policy and strategies, as well as to perform according to the company's standards.

Definitions

Terminology	Description
Community	Community refers to local communities, occupational groups, volunteer organizations, non-profits, independent organizations, associations, foundations, private companies, educational institutions, and local or regional government bodies in the nearby areas where the company operates.
Stakeholder	Stakeholders are those groups who affect and/or could be affected by an organization's/company's activities, products or services and associated performance. An organization will have many stakeholders, each with distinct types and levels of involvement, and often with diverse and sometimes conflicting interests and concerns.
Engagement	An organization's efforts to understand and involve stakeholders and their concerns in its activities and decision-making processes.
Community Stakeholder	A community stakeholder refers to any individual, group, or organization within or connected to the community who may be affected by, or have an interest in, the company's operations and decisions. This includes those with social, economic, cultural, or environmental ties to the project area.

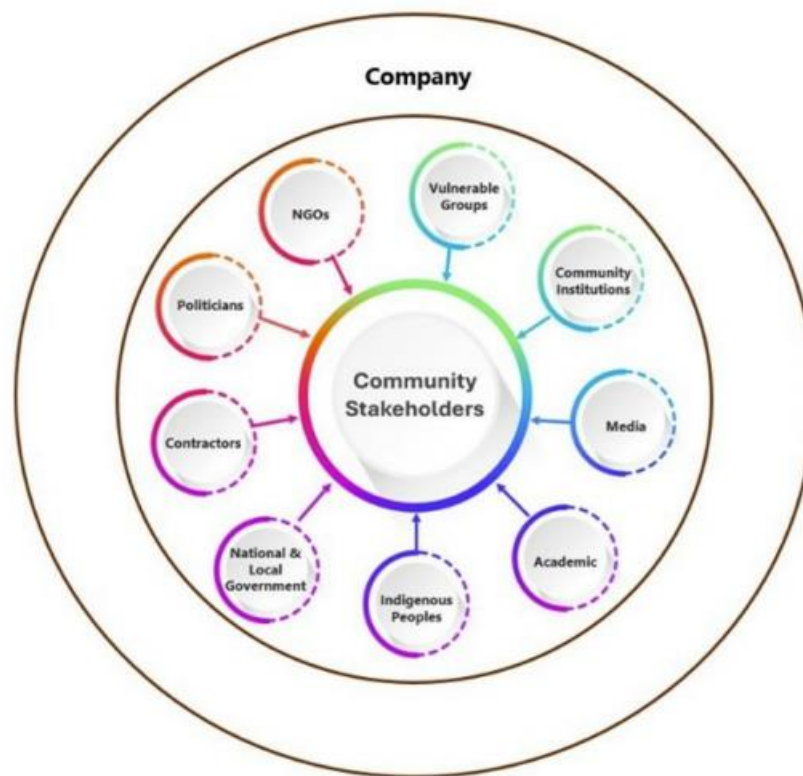


Community Engagement (CE)	A dedicated function or unit within an organization responsible for building relationships with community stakeholders and implementing engagement programs. The goal of CE is to understand and involve the community, listen to their concerns, and incorporate their feedback into the organization's decision-making processes.
Community Consultative Committee (CCC)	Community Consultative Committee, a committee comprising of representatives of local community, local authorities, and the company. It is responsible for planning, implementing, and monitoring Community Engagement (CE) programs, with the ultimate goal of addressing the genuine needs of the community.
Stakeholder profile	Details of each stakeholder, whether an individual, group, or organization, should include demographic and socio-economic characteristics, organizational structure, key functions, roles and responsibilities, priorities, and core interests. Additionally, the nature of the relationship between the company and each stakeholder, as well as its potential implications for the company should be identified.
Social mapping	A component of the social baseline study that involves gathering and visually organizing a series of community information, including geography, population, economy, health, education, social and environmental aspects, infrastructure, public services, and institutions. The resulting database reflects current problems, the need for alternative solutions, and the strengths and capacities. This information is essential for strategic planning, development, and execution of effective community engagement (CE) activities.

Process / Content

The Community Stakeholder Engagement Standards Practice Manual defines stakeholders as groups that are impacted by Banpu's operations, activities, products, or services, and their performance. Banpu engages with a diverse range of stakeholders, including vulnerable groups, indigenous peoples, and ethnic minorities, and prioritizes gender inclusivity. Each stakeholder group has unique types and levels of involvement, as well as varying and sometimes conflicting interests and concerns.

To ensure systematic and inclusive engagement, Banpu implements a Stakeholder Engagement Plan, which outlines structured approaches to identify, analyze, and interact with relevant stakeholders throughout the project lifecycle. This plan supports the company's broader definition of stakeholder engagement as the process of actively engaging with relevant stakeholders to achieve mutually agreed-upon outcomes.



Picture 1: Community Stakeholders

The company engages with a diverse range of directly and indirectly involved community stakeholders, including government, NGOs, indigenous peoples, and vulnerable groups, to ensure inclusive, responsible, and sustainable operations.

Community Stakeholder Engagement

1. Community Engagement and Development (CED) Project Management

CED projects management and execution shall be conducted in parallel with sustainable/long-term community relations establishment, leading to community acceptance on the company as a community member. Close coordination and effective communication will help mitigate the risk of community misunderstanding about the company.

Banpu seeks opportunities to create local employment and prioritize local sourcing to enhance economic benefits and build trust with communities. Through close coordination and two-way communication, Banpu works with community members on shared value initiatives that address local needs, foster grassroots innovation, promote sustainable resource use, and improve overall well-being through employment, procurement, workforce training, and quality of life programs. These efforts also help to mitigate risks of misunderstanding and strengthen mutual respect between the company and the community.

2. Participatory Approach in CE Implementation

All levels of Community Engagement (CE) management and execution shall be carried out through a participatory approach that promotes cooperation, coordination, and collaboration among stakeholders, local authorities, and community members.



Banpu actively supports economic diversification in partnership with local community stakeholders, especially through capacity building and cooperation in community engagement initiatives that align with long-term community sustainability.

3. Community Stakeholder Engagement Prior to CED Project Development

Prior to CED project development, community stakeholder engagement shall be conducted with consideration for the following key procedures:

3.1 Community Stakeholder Profiling

A stakeholder profile shall be prepared and completed in the pre-construction stage and to be updated regularly.

The following information shall be included:

- Names of key persons/ representatives of the key stakeholder groups.
- List of contact persons of the stakeholders.
- Organization structure of the stakeholder (if any).
- Stakeholders' goals and/or objectives.
- Roles or implications of the stakeholder on Banpu and its subsidiaries (permitting/ licensing, report approval, coordination, knowledge/ know-how, etc.).
- Expectations of the stakeholders from Banpu and its subsidiaries.
- Specific engagement strategy with each particular stakeholder.

3.2 Community Stakeholder Identification and Analysis

The Community stakeholder identification and analysis shall be conducted and completed at the pre-construction stage and updated regularly, to ensure accuracy throughout the project lifecycle. The content shall include the following:

3.2.1 Community Stakeholder Identification

1) Identify all potentially affected or interested stakeholders, including but not limited to:

- Government agencies
- Local communities
- Indigenous groups
- NGOs
- Investors & financial institutions
- Business partners
- Media and general public
- Vulnerable or marginalized groups

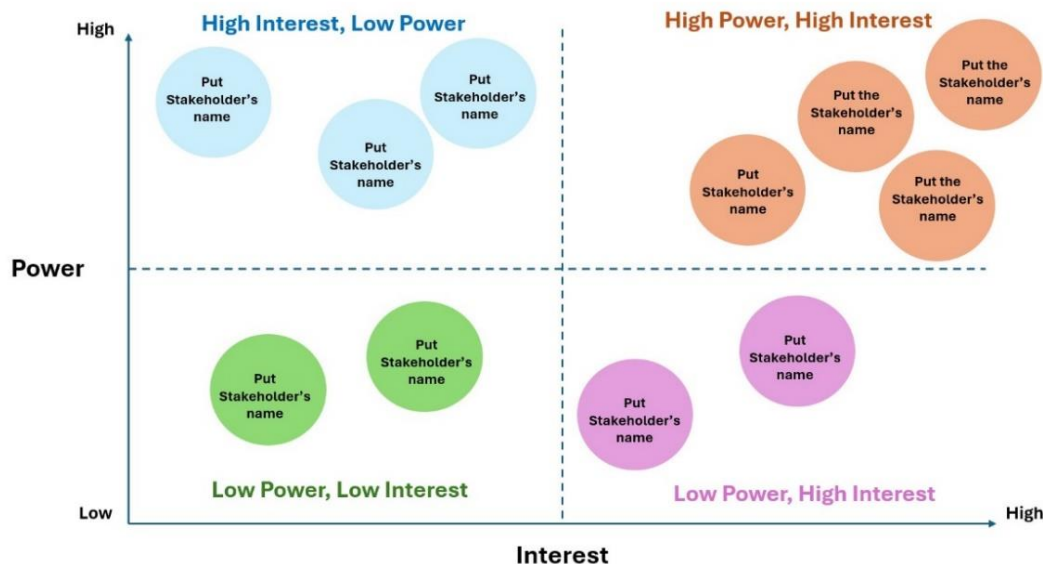
2) Develop a stakeholder register/database capturing:

- Stakeholder name and group
- Contact persons and communication channels
- Roles and responsibilities
- Geographic location
- Relevance to the project
- Level of authority or influence

3.2.2 Analysis of Community Stakeholder Interests and Influence



Assess stakeholders' level of interest in the project and their ability to influence project outcomes. Classify stakeholders using Power-Interest Matrix as shown below to support prioritization of engagement efforts:



Picture 2: Community Stakeholders Power-Interest Matrix

Power-Interest Grid Summary

1) High Power, High Interest (Manage Closely):

Who: Stakeholders with high scores on both power and interest metrics.

Why: Control approvals, finances, and project execution

Engagement: Frequent consultations, joint decisions, detailed briefings

2) High Interest, Low Power (Keep Satisfied):

Who: Stakeholders with high interest but limited power to influence decisions.

Why: Financial support, public opinion, environmental concerns

Engagement: Regular updates, consultations, and transparent reporting

3) Low Power, High Interest (Keep Informed):

Who: Stakeholders directly affected but with limited influence.

Why: Affected by local impacts, shapes reputation

Engagement: Public communication, community events, media updates

4) Low Power, Low Interest (Monitor & Inform):

Who: Stakeholders with limited influence and limited interest

Why: Limited influence, occasional concerns.

Engagement: Periodic updates, monitor issues.

3.2.3 Evaluation of Expectations, Perceptions, and Positioning

- Gather data through interviews, surveys, or public consultations to evaluate expectations, current perceptions, concerns, and whether stakeholders are supportive, neutral, or opposed.

3.2.4 Degree and Likelihood of Impacts on/from Each Stakeholder

- Analyze how the project may affect each stakeholder group and how stakeholders' actions could affect the project.



3.2.5 Formulation and Review of Engagement Strategy for Each Stakeholder

- Develop tailored engagement plans based on the analysis above, determining engagement frequency, methods, and responsible parties.
- Regularly review and adjust engagement strategies as stakeholder dynamics evolve.

4. Stakeholder Communication and Feedback

Regular and appropriate communication with stakeholders is considered a fundamental responsibility of community units at all levels. This is essential for maintaining and strengthening relationships, enhancing understanding of stakeholders' needs, communicating project information or significant upcoming developments, and receiving stakeholder views, feedback, and attitudes. Communication may take the form of visits, formal meetings, public meetings for project progress report, grievance mechanisms, perception and satisfaction surveys, or participation in social and traditional events. Community perception surveys are key tools to detect emerging issues and risks. The insights support proactive risk management and allow for tailored engagement strategies, ensuring more effective and responsive community relations.

5. Compliance and Alignment with Standards

Stakeholder engagement at all levels shall be conducted in compliance with local laws and regulations, ensuring that projects/activities are in line with government requirements and local/international practices.

6. Performance Review and Assurance

Banpu applies both internal and external assurance to ensure effective community stakeholder engagement:

6.1 Internal Quality Assurance Review (QAR): Regular internal audits on compliance with engagement standards, grievance handling, and documentation.

6.2 External Data Assurance: Independent verification of stakeholder data accuracy for transparency, ESG reporting, and credibility.

Reference

Community Engagement Policy

Appendix

Sample: Stakeholder Template



Name:	Location:
Key person:	Internal contact person:
Objective or purpose of this group: 1) 2)	Issues of engagement with this group: 1) 2)
What do we expect the group to help? <input type="checkbox"/> Coordination how: <input type="checkbox"/> Knowledge how: <input type="checkbox"/> Equipment how: <input type="checkbox"/> Staff how: <input type="checkbox"/> Other how:	What does the group need from project? <input type="checkbox"/> Coordination how: <input type="checkbox"/> Knowledge how: <input type="checkbox"/> Equipment how: <input type="checkbox"/> Staff how: <input type="checkbox"/> Other how:
What degree does it help / impact us? <input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low <input type="checkbox"/> Positive <input type="checkbox"/> Negative	How does it help / impact project? <input type="checkbox"/> Program how: <input type="checkbox"/> Organization how: <input type="checkbox"/> Asset how:
Describe how does it help / impact? 1) 2)	Relationship or conflicts with other? 1) 2)
How to engage and communicate with this group?	

Sample: Stakeholder Engagement Tracking Table

Stakeholder/ Organization	Contact (Individual From the Stakeholder/ Organization)	Stakeholder Feedback (Issues of Interest Concern)	Priority Level (1- 4)	Approach to Engagement	Materials to be Used	Responsible Person	Implementation Schedule
	[Stakeholder 1]						
	[Stakeholder 2]						
	[Stakeholder 3]						



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